

## 7. Overview of Units, Elements, and Performance Criteria

The table below provides a summary of the Units of Competency while the table on the following page provides an overview of the Units, Elements, and Performance Criteria. Details for all are provided in Section 8.

### 7.1 Summary of Units of Competency

Unit	Title	Description
<b>Core Units</b>		
PgM01	Provide Leadership for the Program	This unit defines the Elements required to provide leadership for the program. It includes the Performance Criteria required to demonstrate competency in motivating and inspiring individuals and organizations to work constructively toward attainment of program benefits.
PgM02	Facilitate Stakeholder Engagement	This unit defines the Elements required to facilitate stakeholder engagement in the program. It includes the Performance Criteria required to demonstrate competency in working with stakeholders to achieve desired program benefits.
PgM03	Craft the Program	This unit defines the Elements required to craft the program. It includes the Performance Criteria required to demonstrate competency in establishing both <i>what</i> the program will accomplish and <i>how</i> it will do so.
PgM04	Orchestrate the Attainment of Benefits	This unit defines the Elements required to orchestrate the attainment of benefits. It includes the Performance Criteria required to demonstrate competency in ensuring that benefits are realized when and as expected.
PgM05	Sustain Program Progress	This unit defines the Elements required to sustain program progress. It includes the Performance Criteria required to demonstrate competency in ensuring that the program is moving toward the accomplishment of its vision and the attainment of its expected benefits.
<b>Additional Units</b>		
PgM06	Manage Organizational Change	This unit defines the Elements required to manage organizational change. It includes the Performance Criteria required to demonstrate competency in implementing effective cultural and behavioural change.
PgM07	Direct the Management of Contracts	This unit defines the Elements required to direct the management of contracts. It includes the Performance Criteria required to demonstrate competency in obtaining value from products and services acquired from external sources.
PgM08	Engage in Collaborative Alliances	This unit defines the Elements required to engage in collaborative alliances. It includes the Performance Criteria required to demonstrate competency in forging alliances with other organizations to facilitate attainment of program benefits.

**Figure 6: Summary of Units of Competency**

## 7.2 Summary of Units, Elements, and Performance Criteria

Units	Elements	Performance Criteria
<b>PgM01</b> <b>Provide Leadership for the Program</b>	<b>1.1 Promote the program vision.</b>	1.1.1 Alignment of the program vision with the vision, mission, principles, and values of the sponsoring organization is maintained.
		1.1.2 Engagement with the program vision is stimulated through ongoing review, monitoring, communications, and negotiations with pertinent stakeholders.
		1.1.3 Commitment to the program vision is demonstrated by the program manager.
	<b>1.2 Build an environment of confidence and trust within the program.</b>	1.2.1 Stakeholders are treated fairly and equitably.
		1.2.2 Open discussion is encouraged and facilitated.
		1.2.3 Differences are managed constructively.
		1.2.4 Issues and concerns are attended to in a timely manner.
		1.2.5 Interpersonal and leadership styles are chosen and applied based on the circumstances.
		1.2.6 Personal commitments are realistic and honoured.
	<b>1.3 Embed socially responsible practice into the program.</b>	1.3.1 Expectations for socially responsible practice are made explicit and communicated to constituent projects and other pertinent stakeholders.
		1.3.2 Policies and procedures are designed to allow individuals to safely report breaches of socially responsible practice without fear of retaliation.
		1.3.3 Threats to socially responsible practice within the program are identified and addressed.
	<b>1.4 Develop the potential of program staff.</b>	1.4.1 Individual behavioural expectations for constituent project managers are established.
		1.4.2 Individual program roles are defined, documented, communicated, assigned, and agreed to.
		1.4.3 Desirable behaviours are encouraged, and undesirable behaviours are discouraged.
<b>1.5 Support a learning environment.</b>	1.5.1 Program planning and program plan implementation are viewed as a learning process.	
	1.5.2 Errors, mistakes, and expressed concerns are treated as learning opportunities.	
	1.5.3 Plans for identifying, capturing, disseminating, and exchanging knowledge are developed and maintained.	
	1.5.4 Program knowledge is identified, captured, disseminated, and exchanged as planned.	
	1.5.5 Reflection on and review of practice is encouraged as a basis for learning.	
<b>PgM02</b> <b>Facilitate Stakeholder Engagement</b>	<b>2.1 Communicate effectively with stakeholders.</b>	2.1.1 Program stakeholders and their communication needs are identified and documented.
		2.1.2 Communication approaches are agreed to by pertinent stakeholders.
		2.1.3 Information is shared as planned, and variances are identified and addressed.
		2.1.4 Communication interfaces among constituent projects are monitored.
	<b>2.2 Cultivate stakeholder commitment.</b>	2.2.1 Interests and expectations of pertinent stakeholders are investigated, documented, and considered when making program decisions.
		2.2.2 Approaches to influence ongoing stakeholder commitment are developed and implemented.
		2.2.3 Actions are taken to accommodate differing stakeholder interests and expectations.
		2.2.4 Evolving stakeholder interests and expectations are shared across the program.

Figure 7. Summary of Units, Elements, and Performance Criteria (continued next page)

Units	Elements	Performance Criteria
<b>PgM03</b> <b>Craft the Program</b>	<b>3.1 Envision the desired future state.</b>	3.1.1 Description of the desired future state is defined and agreed to by pertinent stakeholders.
		3.1.2 Internal and external program contexts are monitored and evaluated for circumstances that may require changes to the desired future state.
		3.1.3 The description of the desired future state is reviewed periodically and confirmed or updated to maintain alignment with the expected benefits.
	<b>3.2 Shape and sustain the program execution approach.</b>	3.2.1 Gaps between the current state and the desired future state are defined and agreed to by pertinent stakeholders.
		3.2.2 Changes needed to move from the current state to the desired future state are defined and agreed to by pertinent stakeholders.
		3.2.3 A program execution approach based on changes needed is defined and agreed to by pertinent stakeholders.
		3.2.4 Internal and external program contexts are monitored and evaluated for circumstances that may require changes to the program execution approach.
		3.2.5 The program execution approach is reviewed periodically and confirmed or updated to maintain alignment with the expected benefits.
	<b>3.3 Shape and sustain the program's business case.</b>	3.3.1 A business case for both the desired future state and the program execution approach is defined, documented, and approved by pertinent stakeholders.
		3.3.2 Internal and external program contexts are monitored and evaluated for circumstances that may require changes to the program's business case.
		3.3.3 The program's business case is reviewed periodically and confirmed or updated to maintain alignment with the expected benefits.
	<b>3.4 Shape and sustain program governance.</b>	3.4.1 Program organization is defined, maintained, refreshed, and agreed by the sponsoring organization.
		3.4.2 Program boundaries and governance structures are designed to exploit synergies within the sponsoring organization.
3.4.3 Policies, processes, and procedures to support the management of the program are identified/devised and communicated to pertinent stakeholders.		
<b>PgM04</b> <b>Orchestrate Attainment of Benefits</b>	<b>4.1 Identify benefits and trade-offs.</b>	4.1.1 Expected short- and long-term benefits and trade-offs are defined and communicated to pertinent stakeholders.
		4.1.2 Internal and external program contexts are monitored and evaluated for circumstances that may require changes to the expected benefits.
		4.1.3 Expected benefits and trade-offs are periodically reviewed and confirmed or updated.
	<b>4.2 Shape and sustain benefits delivery approach.</b>	4.2.1 Benefits measurement approach is defined and agreed to by pertinent stakeholders.
		4.2.2 Benefits delivery approach is devised and agreed to by pertinent stakeholders.
		4.2.3 Ownership of benefits delivery is assigned and accepted.
		4.2.4 Benefits measurement approach and benefits delivery approach are reviewed periodically and confirmed or updated.
	<b>4.3 Evaluate attainment of expected benefits.</b>	4.3.1 Deliverables from constituent projects are assessed in accordance with the benefits measurement approach.
		4.3.2 Progress toward delivery of expected benefits is measured and reported to pertinent stakeholders.
		4.3.3 Variances in delivery of expected benefits are addressed.

**Figure 7. Summary of Units, Elements, and Performance Criteria (continued next page)**

Units	Elements	Performance Criteria
<b>PgM05</b> <b>Sustain Program Progress</b>	<b>5.1 Secure program funding.</b>	5.1.1 Ongoing funding requirements are determined, documented, and communicated to pertinent stakeholders.
		5.1.2 Funding commitments are secured as needed.
		5.1.3 Funding issues are addressed.
		5.1.4 Funder requirements are satisfied.
	<b>5.2 Resource the program.</b>	5.2.1 Program resource requirements are determined, documented, negotiated with, and communicated to pertinent stakeholders.
		5.2.2 Program resources are acquired and coordinated across the program and its constituent projects.
		5.2.3 Program resource requirements are confirmed or updated in response to program refinements or changes.
	<b>5.3 Measure, evaluate, and coordinate program progress.</b>	5.3.1 Monitoring and control systems are established and maintained.
		5.3.2 Monitoring and control systems are used to maintain momentum and support delivery of expected benefits.
		5.3.3 Performance of constituent projects and other program elements is reported to pertinent stakeholders.
		5.3.4 A sustainable pace is maintained.
	<b>5.4 Ensure relevant legal and regulatory requirements are addressed.</b>	5.4.1 Relevant legal and regulatory requirements are identified, documented, and communicated to pertinent stakeholders.
		5.4.2 Potential for conflicts caused by legal and regulatory requirements are identified and addressed.
		5.4.3 Compliance policies, processes, and procedures are implemented.
		5.4.4 Applicable legal and regulatory requirements are monitored for breaches and conflicts.
	<b>5.5 Anticipate and respond to changes.</b>	5.5.1 Internal and external program contexts are monitored and evaluated for circumstances that may require changes.
		5.5.2 Actual and potential changes are identified, documented, and evaluated.
		5.5.3 Approved changes are implemented.
		5.5.4 Changes and their implications are communicated to pertinent stakeholders.
	<b>5.6 Manage program risks.</b>	5.6.1 Risk management approach for the program and its constituent projects is documented, communicated, and agreed to by pertinent stakeholders.
		5.6.2 Program risks are identified in consultation with pertinent stakeholders.
		5.6.3 Program risks are analysed and prioritized, and risk responses are implemented as planned.
		5.6.4 Internal and external program contexts are monitored for circumstances that may affect program risks.
	<b>PgM06</b> <b>Manage Organizational Change</b>	<b>6.1 Shape and sustain organizational change implementation approach.</b>
6.1.2 Potential organizational change implementation approaches are identified and evaluated for applicability.		
6.1.3 The organizational change implementation approach is reviewed periodically and confirmed or modified to ensure support for expected benefits.		
6.1.4 The organizational change implementation approach is coordinated with the program execution approach and accepted by pertinent stakeholders.		
<b>6.2 Advocate for change with stakeholders.</b>		6.2.1 Approaches for stakeholder engagement in organizational change are devised and deployed.
		6.2.2 Benefits of organizational change are articulated for pertinent stakeholders.
		6.2.3 An organizational change communications plan is documented, maintained, and agreed to by pertinent stakeholders.
		6.2.4 Organizational change communications plan is implemented and variances are addressed.
		6.2.5 Resistance to change is monitored, evaluated, and addressed.
<b>6.3 Evaluate the effectiveness of the organizational change.</b>		6.3.1 Methods for evaluating the effectiveness of the organizational change initiatives are identified, documented and agreed to by pertinent stakeholders.
		6.3.2 Selected evaluation methods are applied on an ongoing basis.
		6.3.3 Feedback is provided to pertinent stakeholders regarding progress of organizational change.
		6.3.4 Variances in attainment of desired organizational change are addressed.

**Figure 7. Summary of Units, Elements, and Performance Criteria (continued next page)**

Units	Elements	Performance Criteria
<b>PgM07</b> <b>Direct the Management of Contracts</b>	<b>7.1 Shape and sustain contract management approach.</b>	7.1.1 Contract management approach is devised, documented, kept current, and agreed to by pertinent stakeholders.
		7.1.2 Policies, processes, and procedures to support the contract management approach are developed, approved, maintained, and communicated to pertinent stakeholders.
		7.1.3 Risk management related to contracts is integrated with overall program risk management.
	<b>7.2 Oversee and verify contract performance.</b>	7.2.1 Contracts are approved in accordance with the contract management approach.
		7.2.2 Alignment of contractor performance with contract requirements is verified.
		7.2.3 Resolution of contract variances is documented and verified.
		7.2.4 Mechanisms to support effective communications, coordination, synergies, and integration of contracts with constituent projects in the program are implemented.
		7.2.5 Compliance with policies, processes, and procedures is monitored.
<b>PgM08</b> <b>Engage in Collaborative Alliances</b>	<b>8.1 Cultivate collaborative alliances.</b>	8.1.1 Opportunities for collaborative alliances are identified and evaluated.
		8.1.2 Potential collaborators are identified and evaluated.
		8.1.3 Relationships with potential collaborators are initiated, nuanced, and shaped.
	<b>8.2 Devise and elaborate collaborative agreements.</b>	8.2.1 A collaborative agreement approach is initiated, negotiated, documented, and accepted by the parties to each agreement.
		8.2.2 Each formal agreement is signed and regularly reviewed to ensure continuation of envisaged value and potential need for changes and additions.
		8.2.3 Collaboration plans are developed for each agreement to support implementation.
	<b>8.3 Support the evolution of collaborative agreements.</b>	8.3.1 Relationships with collaborators are monitored and nurtured to sustain commitment.
		8.3.2 Performance of all parties to an agreement is assessed against expected results and variances are addressed.
		8.3.3 Changes to agreements are made as required.

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